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Ontario Training
and Adjustment Board
Conseil ontarien de
formation et d'adaptation
de la main-d'œuvre

ONTARIO TRAINING AND ADJUSTMENT BOARD

CORPORATE ANNUAL PLAN 1995/96

April 1995



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**ONTARIO TRAINING AND ADJUSTMENT BOARD
CORPORATE ANNUAL PLAN
1995/96**

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INTRODUCTION

The Ontario Training and Adjustment Board is pleased to submit its 1995/96 annual plan for the Minister's approval as required under Section 26(1) of the OTAB Act. The contents follow the requirements as set out in the memorandum of understanding (MOU).

The annual plan has been developed within the context of OTAB's multi-year plan (MYP), submitted to government in December 1994. The MYP describes the key economic and social factors affecting OTAB, the government priorities to which OTAB is responding and OTAB's program review process. The MYP also outlines the key activities to be undertaken, and resource requirements, over the next three years to support the board's strategic directions.

The 1995/96 annual plan allows program areas to continue to evolve to better serve clients without pre-empting the work of program review. No major shifts are proposed regarding the allocation of resources across OTAB's major business/activity categories. No major program redesign is envisioned during fiscal 1995-96.

This approach should not be construed as "status quo". Guided by the Board's strategic directions, OTAB will work on two tracks during fiscal 1995-96. First, working within the existing program framework, the agency will work to improve client service and move towards the effective, accessible and equitable system described in its mission statement. This will be further supported by the process of organization change already underway. Second, through the program review process, OTAB will work toward reform of the overall system.

Since OTAB submitted its MYP, the federal government tabled its 1995 budget. The federal budget exacerbates the level of uncertainty noted in the MYP. Although the long term impact of the federal budget on OTAB is uncertain, potential overall reductions to federal support of training in Ontario, and subsequent funding decisions taken by the Province, may have a dramatic impact on the total number and distribution of clients OTAB is able to serve over the medium term. Major changes could significantly impact OTAB's apprenticeship, sectoral training, youth programs and could increase demand for training and adjustment for broader public sector workers. Potential federal reductions also place the community delivery infrastructure at risk and may result in certain employment-disadvantaged clients demanding service from OTAB. OTAB will seek to work closely with the provincial government in addressing the very complex issues brought to forefront by the federal budget.

Plan Contents

The annual plan is divided into the following sections:

- current year to date activities and financial performance including an assessment of results achieved during the current fiscal year.
- summary of program functions and clients to be served organized into OTAB's seven major business/activity groupings:
 - . Programs for Employed Workers
 - . Apprenticeship
 - . Employment Preparation
 - . Foundation Skills Training
 - . Adjustment Programs
 - . Local Board Development & Support
 - . Corporate
- key activities against the themes identified in the board's strategic directions, consistent with the reporting requirements contained in the draft MOU.
- financial overview for the upcoming year
- OTAB's organizational structure and staffing.



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CURRENT YEAR TO-DATE

OTAB moved forward on a number of fronts in 1994/95. Across the full array of programs, OTAB planned to serve 600,000 clients in 1994/95. As Table 1 on pages 11-12 shows, OTAB will exceed this overall level of client service.

Key activities to which OTAB committed in its 1994/95 Annual Plan included developing the training and adjustment infrastructure and building effective programs and services. OTAB'S accomplishments in this regard are as follows:

Developing the Training and Adjustment Infrastructure

- **Local Boards:** Working with its labour market partners, 25 local boards have been launched. The response from communities across Ontario has been very positive, with over 8,000 people attending the launch meetings.

Representatives from the constituent groups in each local board area are currently conducting community outreach and developing proposals for formal recognition as local boards.

The joint HRDC/OTAB local board implementation team is working on a number of projects related to local board operational policies, governance, funding, training of nominated local board members, and communications.

Consultations on OTAB functions and the potential impact if some of these functions were devolved to local boards were held with reference groups, delivery agency staff and OTAB employees. OTAB is now reviewing the results of these consultations.

- **Councils:** OTAB is establishing five councils to assist the board in its process of reforming the training and adjustment system. Four of the councils have begun their work: workplace and sectoral training, apprenticeship reform, entry/re-entry, labour adjustment.
- **Reference Groups:** In partnership with its labour market partners, OTAB created formal reference groups for each of the labour market partners, and approved principles for funding of the groups.
- **Public Meetings:** The board held two public meetings in 1994/95 as required under the legislation.

Building Effective Programs and Services.

- **Program Review:** OTAB has initiated a thorough review and evaluation of its programs, services and delivery systems. The board's program review committee has commissioned policy reviews in several key areas including prior learning assessment and recognition, program delivery, support systems, labour market information, workplace/community linkages and training standards. OTAB's councils, a key component of the program review process, underwent a comprehensive orientation program and have submitted work plans to the board. Councils have an 18-month mandate to complete their work and are required to report to the board on their progress every two months.
- **Client Service Improvements:** Within the context of OTAB's existing program framework, improvements to client services were made including:
 - the establishment of client service standards and co-ordinated community planning for the youth component of employment preparation programs, and improved services offered through OTAB's Hotline. The decentralization of the TRANSITIONS program to community brokers is now complete.
 - Based on the board's approved "Accountability Framework for the Adult Literacy Education system and Core Quality Standards and Programs," OTAB is continuing to improve and better co-ordinate literacy programs in Ontario.
- **Access and Equity:**
 - OTAB increased its efforts to expand access and equity programming, including increasing the number of access projects in apprenticeship and undertaking outreach efforts within programs for employed workers.
 - Operational policies for the collection of equity data for all OTAB programs were approved. Implementation is now underway.
 - OTAB completed the development of a french language services strategic plan which will lead to improvements in training and adjustment services to francophones.
- **Measurement of Results:** OTAB completed the development of a success indicators model. This is part of the board's efforts towards the development of a comprehensive evaluation framework, concurrent with the program review process. The framework will lead to consistent, ongoing monitoring and evaluation of programs and services and measurement of program results and client outcomes.

- **Partnerships:**
 - OTAB presented a brief to the Royal Commission on Learning, which reiterated its goal of working in partnership with the education system.
 - OTAB and the Ministry of Economic Development and Trade (MEDT) delivered a successful workplace sectoral training workshop in February, 1995. Participants included members of OTAB's workplace/sectoral council and MEDT's sectoral advisory groups.
- **OTAB: The Learning Organization:** Several initiatives were undertaken to support OTAB in becoming a learning organization including:
 - implementation of the Learning Organization Fund whereby agency employees, working in teams, can access funding to deliver learning opportunities to staff that enhance labour/management relations, develop team learning/group knowledge or train those who can then train other employees.
 - streamlining OTAB's internal administrative and decision-making processes. Phase I of a planned organization adjustment will be completed by fiscal year-end (see section on organization and staffing on page 22).
- **Communications:** OTAB enhanced its communications to clients and potential clients by developing products and services such as an updated programs and services guide in multiple formats.
- **Job Link:** OTAB worked with the Ministry of Community and Social Services in support of the government's Job Link initiative. Literacy, other pre-employment, and work placement services are being offered to an additional 4,000 social assistance recipients.

Financial Projection to Year-end

Below is a summary of OTAB's projection for year-end expenditures. Based on quarterly reviews of the agency's progress against its 1994/95 annual plan, OTAB identified \$17m as contributions to the government's in-year expenditure management efforts.

<u>BUSINESS/ACTIVITY</u>	<u>PROJECTED EXPENDITURES</u>
Programs For Employed Workers	\$ 59m
Apprenticeship	\$ 77m
Employment Preparation	\$162m
Foundation Skills Training	\$ 64m
Adjustment Programs	\$ 62m
Local Board Development & Support	\$ 5m
Corporate	<u>\$ 13m</u>
TOTAL	\$442m*

* Does not include projected expenditures of \$11m on Job Link.

SUMMARY OF 1995/96 OPERATIONAL PLANS IN OTAB'S SEVEN BUSINESS/ACTIVITY CATEGORIES

This section of the annual plan provides a summary of program functions, activities and clients to be served in 1995/96 for each of OTAB's business/activity categories. Table 1 on pages 11-12 provides a more detailed analysis of numbers of clients to be served for each business/activity category.

PROGRAMS FOR EMPLOYED WORKERS serve 171,000 Clients

The 1995/96 plan includes:

- providing consulting services to employers, unions and sectoral groups operating in key sectors of the economy, through a network of 47 Ontario Skills Development Offices, located in colleges.
- funding three existing training agreements in the Auto Parts, Steel, and Electrical/Electronic sectors, and based on policy to be set by OTAB, working on the development of new sectoral agreements.
- providing financial incentives for employment-related training undertaken by employers, unions, sectoral associations, employer associations or Training Trusts.
- stimulating the formation of employer/employee structures, and employment equity outreach at the workplace/sectoral level.

APPRENTICESHIP serves 192,000 Clients

The 1995/96 plan includes:

- funding the provision of in-school/theoretical training to registered apprentices.
- fostering apprenticeship expansion and labour mobility, capital improvements to allow training deliverers to offer current updated training, and school to work transition/internship initiatives.
- undertaking outreach and equity initiatives to facilitate an increase in the numbers of individuals from designated groups entering apprenticeships.
- updating current training standards and developing new standards; meeting interprovincial commitments to new training standards; maintaining and supporting Provincial Advisory Committees.
- providing client services to apprentices, potential apprentices and employers include consulting services, counselling/referral of apprentices, exam administration, and school scheduling.

EMPLOYMENT PREPARATION serves 76,000 Clients

The 1995/96 plan includes:

- providing for a range of pre-employment preparation, work experience training and educational upgrading options to unemployed youth through colleges and Youth Employment Counselling centres (YECC's)
- providing support to organizations which provide a full range of employment counselling services to youth, provided through YECCS;
- providing summer employment to youth with an outreach focus through Jobs Ontario Youth, one of the government's Jobs Ontario Summer Employment programs. Program is delivered through a combination of colleges, YECCs and community agencies.
- providing work experience placements for people on social assistance.

FOUNDATIONS SKILLS serves 57,000 Clients

The 1995/96 plan includes:

- providing for training (literacy & numeracy) of employed and unemployed Ontarians through several programs and delivery networks including colleges, community groups, school boards, employers, unions, non-profit delivery organizations, First Nations. Practitioner training, the development of standards, literacy conferences, material circulation, and publications are also supported.

ADJUSTMENT PROGRAMS serve 48,000 Clients

The 1995/96 plan includes:

- supporting community-based, non-profit organizations to provide vocational counselling services to unemployed adults aged 25 and over;
- funding training credits for older laid-off workers, and workers on notice of lay-off;
- assisting workers/employers/communities during business closures and downsizing, or where jobs are threatened, by establishing adjustment committees which facilitate the provision of transition and developmental services from community service providers.

LOCAL BOARD DEVELOPMENT AND SUPPORT

The plan for 1995/96 includes:

- Under the sponsorship of OTAB, the Canadian Labour Force Development Board, Human Resources Development Canada and the Ministry of Education and Training, support implementation and ongoing operations of local boards.
- Support to OTAB's seven reference groups
- Phasing out of support to 57 Community Industrial Training Committees.

CORPORATE serves 82,000 Hotline Clients

The plan for 1995/96 includes:

- Agency governance including the operations of the Offices of the Co-chairs and Chief Executive Officer as well as funding for per diems and related expenses for the board, and the cost of councils.
- The provision of policy, financial, administrative and information management services/supports to the board and its program areas.
- The operation of the OTAB Hotline which all Ontarians can access through a toll free number to seek information about training programs and services.

TABLE 1
O.T.A.B. SUMMARY OF CLIENTS BY BUSINESS ACTIVITY
1994/95 PROJECTED AND 1995/96 PLANNED

<u>BUSINESS ACTIVITY</u>	<u>1994/95 (PROJECTED)</u>	<u>1995/96 PLANNED</u>
Programs For Employed Workers <i>Provides consulting services and financial incentives to employers, unions, sectoral groups, training trusts and equity organizations</i>		
-# of workplaces served by Ontario Skills Development Offices	9,000	9,000
-# of workers training as a result of sectoral agreements (auto parts, steel, electronics) affecting 140 workplaces	40,000	52,000
-# of employees trained through incentives (Ontario Skills and Training Trust Funds)	<u>120,000</u>	<u>110,000</u>
	169,000	171,000
Apprenticeship <i>Apprenticeship in-school training and outreach and equity initiatives; field services to clients, program standards and school to work transition</i>		
-total # of apprentices being served (including for 95/96 planned 11,000 new apprenticeship registrations and 26,000 seats purchased for in-school training)	50,000	50,000
-# of trainees enrolled in modular training	50,000	50,000
-# of certificates of qualification renewals processed	45,000	45,000
-# of new certificates of qualification/apprenticeship issued	13,000	9,000
-# of employers receiving consulting/other supports	24,000	25,000
-# of clients counselled through access/equity initiatives	12,000	12,000
-# of clients participating in school-to-workplace apprenticeship	<u>1,000</u>	<u>1,000</u>
	195,000	192,000
Employment Preparation <i>Includes labour market entry/re-entry programs: the FUTURES program, services provided through the Youth Employment Counselling Centres (YECC), Summer/Part Time and Social Services Employment Experience (SEEP/SSEP) programs, and Jobs Ontario Youth</i>		
-# of clients served in FUTURES	28,000	29,000
-# of clients served in YECC's	34,000	34,000
-# of clients served through Jobs Ontario Youth	7,000	7,000
-# of clients served through SEEP/SSEP)	<u>5,000</u>	<u>6,000</u>
	74,000*	76,000*
* approximately 25,000 are social assistance recipients		

TABLE 1 (CONTINUED)
O.T.A.B. SUMMARY OF CLIENTS BY BUSINESS ACTIVITY
1994/95 PROJECTED AND 1995/96 PLANNED

<u>BUSINESS ACTIVITY</u>	<u>1994/95 (PROJECTED)</u>	<u>1995/96 PLANNED</u>
Foundation Skills		
<i>Literacy and numeracy training of employed and unemployed Ontarians through several programs and delivery networks including colleges, community groups, school boards and labour organizations</i>		
-# of literacy clients served	50,000**	50,000**
-# of clients served through multicultural workplace program	<u>7,000</u>	<u>7,000</u>
	57,000	57,000
** approximately 11,000 are social assistance recipients		
Adjustment Programs		
<i>Vocational counselling and training credits for displaced or "at risk" workers as well as funding for 300 adjustment advisory committees for downsizing & potentially downsizing workplaces totalling 50,000 employees; Also includes adult training purchases made on behalf of the federal government</i>		
-# of adults counselled through Help Centres	31,000	30,000
-# of older workers receiving training credits through TRANSITIONS	9,000	8,000
-# of UI recipients supported by federal purchases	<u>10,000</u>	<u>10,000</u>
	50,000	48,000
Local Board Development and Support		
<i>Co-ordinates, with OTAB's labour market partners, implementation and ongoing support of local boards; funds 57 Community Industrial Training Committees and 7 Reference Groups.</i>		
Corporate		
<i>Corporate governance and administrative/information/decision support services such as communications, finance, human resources, technology, corporate policy, labour market research. Also includes OTAB Hotline services.</i>		
- # of clients served by Hotline	66,000	82,000
OTAB TOTALS	611,000	626,000

**SUMMARY OF KEY ACTIVITIES
AGAINST STRATEGIC THEME AREAS**

SUMMARY OF OTAB'S 1995/96 KEY ACTIVITIES AGAINST STRATEGIC THEME AREAS

This section of the annual plan identifies some of the key activities OTAB plans to undertake in fiscal year 1995-96 within the context of the agency's multi-year plan. The key activities are organized according to the eight themes of the board's strategic directions:

- Effective Programs
- Client Services
- Partnership
- Access and Equity
- Improving Workers' and Potential Workers' Lives
- Investment in Prosperity
- Life-long Learning
- Communications

In addition, key activities to support improved services to francophones are reported separately, consistent with the requirements in the Memorandum of Understanding.

1995/96 HIGHLIGHTS

As its multi-year plan states, OTAB has accomplished a great deal in its first 18 months of operation. The agency is now embarking of a process that will position OTAB on the leading edge of training and adjustment, fostering innovation and creativity, and promoting best practices. The major activities which OTAB will undertake in year one of the multi-year plan are:

- Deliver programs and services to over 600,000 clients with a total investment of \$444 million
- Support the 25 local board temporary administrative groups in evolving to local board formal recognition, designation and operation.
- Working with councils, review and evaluate OTAB's programs, services and delivery systems
- Improve direct services to clients and better co-ordinate planning and delivery of OTAB's programs and services.
- Refocus efforts to develop strategies to establish a strong public awareness of the agency.

STRATEGIC DIRECTION:

EFFECTIVE PROGRAMS AND CLIENT SERVICES

- Within OTAB's existing policy and program framework, deliver programs and services to over 600,000 clients (see Table 1 on pages 11-12 for detailed client breakdown).
- Based on approved workplans, councils will review OTAB's programs and services and make recommendations to the board of directors. Councils have an 18 month term within which to submit their recommendations, but councils may put forward recommendations to the board well before the 18-month timeframe expires.
- Initiatives to improve client service and move toward "one window" access to training include:
 - developing client service criteria/standards in some workplace support programs; implement criteria/standards and monitor performance against standards for workplace preparation programs where standards have been approved
 - better co-ordinating services e.g. integrated counselling services among among Transitions, Help Centres and Youth Employment Counselling Services); OTAB local staff participating more fully in local planning processes
 - in employment preparation and foundation skills programs, support the training of service deliverers to enable them to better respond to individual needs of clients;
 - completing feasibility study of a tool to give apprentices easier access to their individual information
 - implementing distance training in apprenticeship and foundation skills programs
 - enhancing service offered by the Hotline.
- Continue development of methodologies for evaluating OTAB programs and measuring client service and develop ways to better measure return to employers and employees on investments in training.
- Develop a policy on sectoral training. Based on this policy, OTAB will enter into new sectoral training arrangements. Complete evaluations of the auto parts and steel sectoral training agreements.
- Work with councils to further develop success indicators to measure achievement of OTAB's objectives.

STRATEGIC DIRECTION: PARTNERSHIPS

- Working with local board sponsors, and through the local board implementation team, support the 25 temporary administrative groups in evolving to local board formal designation and operation. By March 31, 1995, it is expected that all 25 local boards will be formally recognized and up to three will be fully operational. Key local board implementation team activities will include development of operational policies and standards, training of local board nominees, and communications. OTAB will develop criteria by which OTAB functions will devolve to local boards.
- Finalize financial support to reference groups and further refine and develop relationships and supports among the board, its staff and reference groups.
- Establish partnerships, beyond private sector employees, with the public sector through the establishment of the Broader Public Sector Council.
- Continue to build effective relationships with local and community partners
- Support MET in working with the federal government in developing strategies for dealing with the long-term implications of the federal budget on OTAB's programs and services, including social security reform and the resulting funding transfers to the province.
- In partnership with the federal and provincial governments, further enhance access to trades and professions re: recognition of foreign credentials.
- Work with Ministry of Community and Social Services and Jobs Ontario Training to rationalize pre-employment and training supports for social assistance recipients.
- Establish protocols with MEDT and HRDC for the development, negotiation and financial support of sectoral arrangements. Enhance partnerships with MEDT programs (such as Ontario Innovation and Productivity Service) to provide joint service to clients.

STRATEGIC DIRECTION: ACCESS AND EQUITY

- Put in place a comprehensive data collection system to measure equity participation in OTAB programs.
- Expand outreach initiatives across all OTAB programs to increase participation in programs and positive outcomes of designated group members. In addition to increasing the number of outreach projects (e.g. in apprenticeship projects are increasing from 70 to 86), initiatives include:
 - in Apprenticeship, undertake job site analysis of persons with disabilities; identify training needs, and develop training models for designated groups.
 - In the youth component of employment preparation programs, based on a review of equity outcomes, implement strategies to improve service to equity groups.
 - In employment preparation programs, the SSEP/SEEP program will enhance outreach to disabled and francophones and expand apprenticeship-related job placements for women.
- Access and equity is a key element of OTAB's program reform process. For example, the board will conduct a specific review of training supports.

STRATEGIC DIRECTION: IMPROVED SERVICES TO FRANCOPHONES

- Undertake a project to identify the training needs of francophone clients in key sectors with a significant francophone representation.
- Extend literacy computer network to francophone literacy and basic skills programs.
- Assess the labour adjustment advisory committees' needs and develop tools required to assist francophones.
- Support the establishment of OTAB training programs and training support services (e.g. Ontario Skills Development Offices) in the two new francophone colleges.

**STRATEGIC DIRECTION: IMPROVING WORKERS' AND POTENTIAL
WORKERS' LIVES**

- Further develop models of employer/employee co-determination in the workplace within OTAB's programs and services. Special emphasis will be placed on stimulating training to speed up the formation/operation of new joint workplace training committees.
- Implement Prior Learning Assessment (PLA) within OTAB. Activities include:
 - Apprenticeship and Programs For Employed Workers will develop and implement measures, tests and diagnostic tools to assess skills and knowledge acquired and readiness; Apprenticeship will explore prior learning assessment model with micro-electronic manufacturing industry.
 - In support of access to professions and trades, Apprenticeship will conduct a feasibility study on practical testing.
 - In Foundation Skills, implement recognition of foundation learning with the participation of delivery organizations in the community; implement learning outcomes for provincial accreditation in preparatory programs and certificates to recognize learning which prepares people for specific skills training or post-secondary training.
 - working closely with the Ministry of Citizenship and other OTAB partners in PLA initiatives
- OTAB will make a presentation to the Workers Compensation Board Commission to reinstate apprentices under WCB.

STRATEGIC DIRECTION: INVESTMENT IN PROSPERITY

- Within OTAB's existing policy and program framework, deliver programs and services to a total of 600,000 clients with a total investment of \$444 million in direct training, work placements, training supports, counselling services, local planning support, and community development.
- Prepare a corporate research plan and implement specific projects, including papers on innovative approaches to training, training delivery agents and complementarity of OTAB and federal programs.
- Develop and promote new occupations in apprenticeship. Focus Programs For Employed Workers on workplaces/sectors that provide high wage employment and that can create more efficient production processes.
- Maintain the currency of apprenticeship program standards and curriculum. This includes developing/revising training standards, exams and curricula.
- Undertake research and distribute information on developments in Ontario's labour market; design and implement a labour market information base.

STRATEGIC DIRECTION: LIFE-LONG LEARNING

- Work with the provincial government to address the recommendations coming out of the Royal Commission on Learning which relate to OTAB.
- Take the lead in establishing linkages with labour market partners in addressing broad labour market issues such as prior learning assessment, access to professions and trades, advocacy, and portability of training.
- Undertake initiatives to develop OTAB into a learning organization. Initiatives include developing a supportive learning infrastructure, through mechanisms such as performance planning appraisal and development, training needs analyses for all employees, and corporate education and training programs that enhance OTAB's effectiveness, build expertise among staff, and meet common needs.

STRATEGIC DIRECTION: COMMUNICATIONS

- OTAB is refocusing its efforts to develop strategies and concrete plans to put OTAB on the leading edge of training and adjustment, fostering innovation and best practices. OTAB will establish a strong public awareness of the agency's structure, roles, policies, achievements and progress.
- Provide information to clients and potential clients in English and French across the full array of OTAB's programs using a broad range of tools, traditional and alternative formats such as pamphlets, audio tape, disk and the latest computer-based technology such as the INTERNET, and CD ROM. Enhance Hotline services through enhanced technology.
- Provide staff of OTAB and its delivery agencies with the information they need to communicate clearly OTAB's role, aims and achievements, and to better serve clients.

FINANCIAL SUMMARY

As the program review process will continue throughout 1995/96 the board of directors is proposing no policy or allocation shifts to begin the year.

OTAB's allocation from government for 1995/96 is \$444 million. Table 2 below provides a summary of planned expenditures against this allocation by business/activity category.

TABLE 2
ONTARIO TRAINING AND ADJUSTMENT BOARD
SUMMARY OF 1995/96 PLANNED EXPENDITURES (\$Million)

BUSINESS/ACTIVITY	1995/96 PLANNED EXPENDITURES
Programs For Employed Workers	\$55m
Apprenticeship	\$82m
Employment Preparation	\$165m
Foundation Skills Training	\$62m
Adjustment Programs	\$60m
Local Board Development & Support	\$10m
Corporate	\$11m
TOTAL	\$444m*

* Does not include Job Link; 95/96 funding from government not yet determined. Planned expenditures may not add due to rounding.

Proposed Use of Designated Funds in Support of Social Assistance Recipients

Two programs specifically designated to serve SARs were transferred to OTAB in September, 1993 - Social Services Employment Experience (SSEP) and Summer and Part-time Employment Experience (SEEP) programs. Funding for these programs has been increased by \$0.5m for 1995/96 reflecting additional funding provided by Treasury Board for the increase in the minimum wage.

Revenue

No changes are proposed for 1995/96. Any future proposals for revenue generation will be considered by the board in the context of its program review process. The Minister will be advised in advance, as necessary, of any future research or consultations into possible new financing mechanisms.

ORGANIZATION STRUCTURE AND STAFFING

OTAB's multi-year plan outlined OTAB's intention to pursue organization change. The need for an adjustment to OTAB's organization is driven by several considerations:

- (a) high external expectations within the public served by OTAB;
- (b) grasping the opportunity to better symbolize through organization structure the work OTAB does for Ontarians;
- (c) enhancing the capacity to bring the full range of OTAB services to its clients;
- (d) achieving program efficiencies by reducing internal program overlap, and by increasing internal knowledge of all programs and services and
- (e) focusing more clearly on the TRAINING agenda.

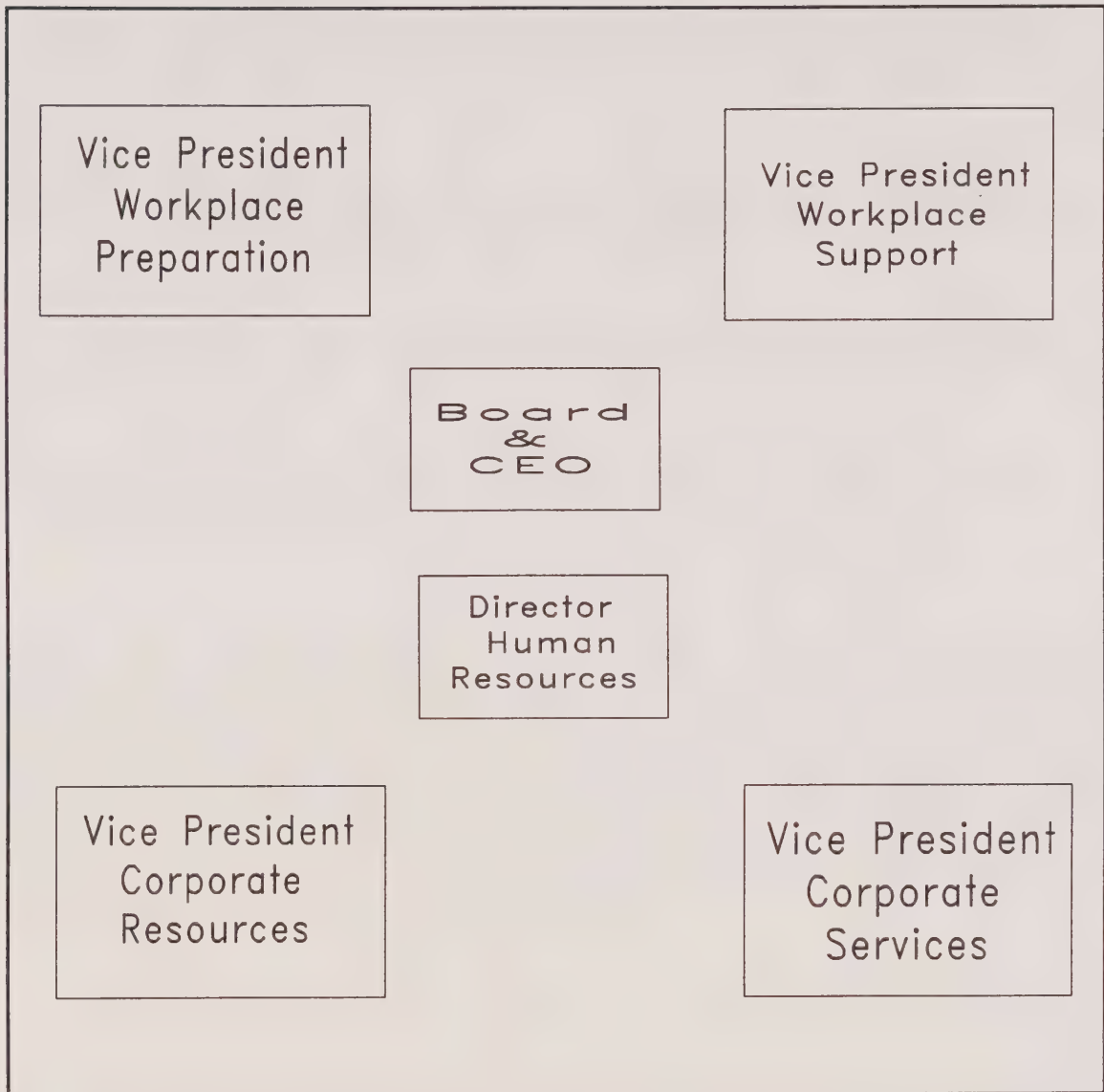
Beyond recurring themes of better linkages amongst programs, eradicating program silos, greater integration of programs and services, and the need for clearer focus on OTAB services rather than OTAB branches, there are a set of objectives that are guiding OTAB as it proceeds through the phases of this change:

- enhanced participation in decision making at all levels within OTAB;
- increased responsibility, accountability, and the capacity for independent action;
- increased opportunity to upgrade skills and acquire knowledge;
- long term survival of OTAB programs and services;
- greater employment stability over the longer term;
- higher performing organization.

Phase I

Four portfolios have been created as part of Phase I of the organization adjustment. A competition restricted to OTAB is complete with Vice-President appointments effective April 1, 1995.

At the senior management level the organization will appear as follows:



The functions of the new portfolios are as follows:

Corporate Services

- bringing all service functions together including governance support (board of directors, reference groups, program review councils, community and government relations), corporate policy, communications and marketing, labour market information and research, and corporate projects administration.

Corporate Resources

- bringing resource functions together including finance and administration, information technology, and operational planning.

Workplace Preparation

- including all services and programs related to labour market entry and re-entry.

Workplace Support

- including all workplace, sectoral, apprenticeship and labour adjustment programs and services.

Phase II

Beginning April 1, 1995, a Steering Committee will guide organization adjustment throughout OTAB. Membership will be sought from constituent groups to ensure that all staff have the opportunity for input. The Steering Committee will have three months in which to complete the work it is assigned so that as much time as possible is available within the 1995/96 fiscal year for implementation. A plan for a restructured organization will be in place and implemented by March 1996, resulting in further downsizing. OTAB will report on the workforce implications of its organization change once Phase II is complete.

The following are the results of the study:

1. The study found that the majority of respondents (85%) were male and 15% were female. The majority of respondents (75%) were aged between 18 and 30 years, 15% were aged between 31 and 40 years, and 10% were aged 41 years and above. The majority of respondents (60%) were employed, 20% were students, and 20% were unemployed.

2. The study found that the majority of respondents (80%) were satisfied with the quality of the service provided, 10% were dissatisfied, and 10% were not sure.

3. The study found that the majority of respondents (70%) were satisfied with the price of the service, 10% were dissatisfied, and 20% were not sure.

4. The study found that the majority of respondents (85%) were satisfied with the location of the service, 10% were dissatisfied, and 5% were not sure.

5. The study found that the majority of respondents (90%) were satisfied with the staff, 5% were dissatisfied, and 5% were not sure. The majority of respondents (80%) were satisfied with the facilities, 10% were dissatisfied, and 10% were not sure. The majority of respondents (75%) were satisfied with the overall experience, 10% were dissatisfied, and 15% were not sure.



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